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**MODEL PENGURUSAN BAKAT DAN PRESTASI ORGANISASI DI
BANK SIMPANAN NASIONAL**

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**DOCTOR OF MANAGEMENT
UNIVERSITI UTARA MALAYSIA
JANUARI 2019**



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KEBENARAN MERUJUK

Tesis ini dikemukakan sebagai memenuhi keperluan pengurniaan Ijazah Doktor Falsafah daripada Universiti Utara Malaysia (UUM). Saya dengan ini bersetuju membenarkan pihak perpustakaan Universiti Utara Malaysia mempamerkannya sebagai bahan rujukan umum. Saya juga bersetuju bahawa sebarang bentuk salinan sama ada secara keseluruhan atau sebahagian daripada tesis ini untuk tujuan akademik perlulah mendapat kebenaran daripada Penelia Tesis atau Dekan Othman Yeop Abdullah Graduate School of Business terlebih dahulu. Sebarang bentuk salinan dan cetakan bagi tujuan komersial adalah dilarang sama sekali tanpa kebenaran bertulis daripada penyelidik. Pernyataan rujukan kepada penyelidik dan Universiti Utara Malaysia perlulah dinyatakan jika rujukan terhadap tesis ini dilakukan.

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ABSTRAK

Kajian ini menyelidik hubungan antara pengurusan bakat, gaya kepemimpinan transformasi dan prestasi organisasi. Amalan pengurusan bakat termasuklah tarikan, pembangunan, motivasi, pengekalan dan perancangan penggantian. Satu kerangka kajian dibina dan sebanyak dua hipotesis utama dibangunkan untuk diuji. Kajian ini berasaskan reka bentuk tinjauan dan bersifat keratan rentas. Sebanyak 300 borang soal selidik dikutip daripada kakitangan pengurusan Bank Simpanan Nasional (BSN) di seluruh Malaysia dan digunakan dalam analisis statistik. Unit analisis adalah organisasi BSN melalui borang yang diedarkan kepada kakitangan pengurusan BSN seluruh Malaysia menggunakan kaedah sampel rawak mudah. Semua hipotesis diuji menggunakan analisis SPSS 24 – (Statistical Package for the Social Sciences). Hasil kajian menyokong semua hipotesis utama yang dikemukakan. Keputusan ini menunjukkan pengurusan bakat mempengaruhi prestasi organisasi. Hasil daripada analisis Korelasi Pearson menunjukkan pengurusan bakat mempunyai korelasi yang signifikan dengan pemboleh ubah gaya kepemimpinan transformasi dan prestasi organisasi. Selain itu, keputusan analisis korelasi juga menunjukkan pemboleh ubah gaya kepemimpinan transformasi dan prestasi organisasi mempunyai korelasi yang signifikan antara satu sama lain. Keputusan analisis komponen utama dan regresi linear berhierarki menunjukkan wujud hubungan yang signifikan antara pengurusan bakat dengan gaya kepemimpinan transformasi serta prestasi organisasi. Akhir sekali, hasil kajian berkenaan hubungan berstruktur antara ketiga-tiga pemboleh ubah mengesahkan peranan gaya kepemimpinan transformasi sebagai penyederhana dalam hubungan antara pengurusan bakat dengan prestasi organisasi. Kesimpulannya, hasil kajian ini dapat menyumbang dalam peningkatan pengetahuan dan kefahaman tentang hubungan antara pengurusan bakat, gaya kepemimpinan transformasi dan prestasi organisasi. Oleh itu, ini membolehkan pihak pengamal industri memperoleh pengetahuan yang lebih mendalam berhubung dengan model pengurusan bakat terhadap prestasi organisasi Bank Simpanan Nasional.

Kata kunci: Pengurusan bakat, gaya kepimpinan, prestasi organisasi

ABSTRACT

This study investigates the relationship between talent management, transformational leadership style and organizational performance. Talent management includes attraction, development, motivation, retention and succession planning. A research framework was developed, and two main hypotheses were posited and tested. The study was based on a survey design and cross sectional. A total of 300 questionnaires were collected from the management staff of Bank Simpanan Nasional (BSN) all over Malaysia, and were used in subsequent statistical analysis. Organisation of BSN as a unit analysis and all management staff around Malaysia were selected by using simple random sampling method. All hypotheses were tested using SPSS 24 – (Statistical Package for the Social Sciences). The results support all the hypotheses posited for the study, suggesting that talent management can influence organizational performance. Pearson correlation indicates that, all of the talent management practices have significant correlation with transformational leadership style and performance variables. Result of correlation shows that a set of talent management, transformational leadership style and organizational performance have significant correlation with each other. The results of principle component analysis and hierarchical linear regression indicates significant relationship between talent management, transformational leadership style, and organizational performance. Finally, the test highlights the role of transformational leadership style as moderating variable the relationship between talent management and organizational performance. In conclusion, this study provided an insight and further understanding of the inter-relationship between talent management, transformational leadership and organizational performance, and hence allowing practitioners to gain an indepth knowledge about the model of talent management on organizational performance for Bank Simpanan Nasional (BSN).

Keywords: Talent Management, Leadership Styles, Organizational Performance.

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SENARAI SINGKATAN

BSN	Bank Simpanan Nasional
SPSS	Statistical Package for Social Science
IIBF	Institut Perbankan dan Kewangan India
GLC	Government Link Corporate
RBV	Resource Base View
VRIN	Valuable Rare Inimitable and Non-subtitutable
VRIO	Valuable Rare Inimitable and Organization capacity
CEO	Chief Eksekutif Officer
KMO	Kaiser Meyer Olkin
VIF	Variance Inflation Factor
ZRESID	Standardized residuals
ZPRED	Standardized predited values



BAB SATU Pengenalan

1.0 PENDAHULUAN

Pertumbuhan industri perbankan di Malaysia diramalkan berkembang dalam persekitaran yang positif. Malaysia diunjurkan terus berada pada landasan pertumbuhan yang stabil sebanyak 5.5% – 6.0% (2017: 5.9%) (BNM, 2018). Berdasarkan konteks ini, industri perbankan memainkan peranan yang lebih besar dan menjadi pemangkin bagi transformasi Malaysia ke arah ekonomi bernilai dan berpendapatan tinggi (Bank Negara Malaysia, 2016). Institusi perbankan sama ada perbankan Islam atau konvensional mengalami pertumbuhan yang pesat disebabkan oleh inovasi produk secara berterusan yang ditawarkan, lantas mengakibatkan persaingan yang sengit antara kedua-dua institusi berkenaan. Penekanan juga diberikan pada pembangunan modal insan melalui peningkatan pelbagai program pasaran pekerja aktif selaras dengan aspirasi *Transformasi Nasional 2050* supaya sumber ditumpukan pada pembangunan kemahiran yang berkaitan dengan masa depan (BNM, 2018). Ekonomi yang berkembang seperti Malaysia tidak terkecuali daripada implikasi kemelesetan ekonomi yang melanda dunia. Situasi ini penting agar institusi sentiasa berdaya saing dan mengekalkan pekerja terbaik dalam organisasi mereka.

Kajian ini memberi tumpuan kepada prestasi Bank Simpanan Nasional (BSN) dari sudut pengurusan bakat. Industri perbankan secara umum memerlukan tenaga kerja yang ramai dalam pelbagai cabang kemahiran dari penghantar surat sehinggalah ke jawatan pengurusan. Dalam industri ini, pakar teknikal, kumpulan pengurusan, dan individu utama yang boleh memacu pembangunan organisasi secara amnya dianggap sebagai bakat.

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Appendix A

SOALAN SOAL SELIDIK *SURVEY QUESTIONNAIRE*

**KEBERKESANAN PENGURUSAN BAKAT DALAM MENINGKATKAN PRESTASI
ORGANISASI DI BSN: GAYA KEPIMPINAN SEBAGAI PERANTARA**

*EFFECTIVENESS OF TALENT MANAGEMENT TO IMPROVING ORGANISATIONAL
PERFORMANCE IN BSN: LEADERSHIP STYLE AS A MODERATOR*



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1.Questionnaire

EFFECTIVENESS OF TALENT MANAGEMENT TO IMPROVING ORGANISATIONAL PERFORMANCE IN BSN: LEADERSHIP STYLE AS A MODERATOR

General Information:

This is a PhD research to determine the effectiveness of talent management to improving organizational performance in BSN: Leadership style as a moderator. The researchers believed that the outcome of this research will be of immense benefit to improve performance in the BSN Malaysia. Your effort in filling the questionnaire is highly appreciated in order to produce a quality research.

General Instruction:

The questionnaire consists of four sections. Please read the items carefully before answering. You are expected to choose the answer that represents your opinion. Your answer plays an important role in the success of this study and you are assured that such information will be treated with utmost confidentiality. Please tick, circle the appropriate answer or complete the answer in the space provided.

Thanks for your participation.

Yong Salmah Bt Nasir
PhD Candidate

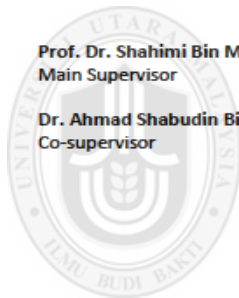
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**KEBERKESANAN PENGURUSAN DALAM MENINGKATKAN PRESTASI ORGANISASI
DI BSN: GAYA KEPIMPINAN SEBAGAI PERANTARA**

**EFFECTIVENESS OF TALENT MANAGEMENT TO IMPROVING
ORGANISATIONAL PERFORMANCE IN BSN: LEADERSHIP STYLE AS A
MODERATOR**

Maklumat Umum:

Kaji selidik ini dijalankan adalah bertujuan bagi mencari keberkesanan pengurusan bakat dalam meningkatkan prestasi organisasi di BSN: Gaya kepimpinan sebagai perantara. Kajian ini adalah diharap dapat menyumbang dalam mencari keberkesanan pengurusan bakat yang dijalankan di BSN. Penyelidik percaya bahawa hasil kajian ini akan memberikan manfaat yang besar untuk meningkatkan prestasi organisasi di BSN seluruh Malaysia. Kerjasama anda dalam mengisi soal selidik ini amat dihargai untuk menghasilkan penyelidikan yang berkualiti.

Arahan Umum:

Soal selidik ini terdiri daripada empat bahagian. Sila baca perkara dengan teliti sebelum menjawab. Anda dikehendaki memilih jawapan yang mewakili pendapat anda. Jawapan anda memainkan peranan yang penting dalam menjayakan kajian ini dan anda diberi jaminan bahawa maklumat tersebut adalah rahsia. Sila semak, bulatkan jawapan yang sesuai atau melengkapkan jawapan dalam ruangan yang disediakan.

Terima kasih atas kerjasama tuan/puan.

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APPENDIX

1

KEBERKESANAN PENGURUSAN BAKAT DALAM MENINGKATKAN PRESTASI ORGANISASI DI BSN: GAYA KEPIMPINAN SEBAGAI PERANTARA

EFFECTIVENESS OF TALENT MANAGEMENT TO IMPROVING ORGANISATIONAL PERFORMANCE IN BSN: LEADERSHIP STYLE AS A MODERATOR

Sila tandakan (✓) pilihan yang sesuai seperti berikut:

Please tick (✓) the appropriate option as follows:

1. Cawangan / Branch

2. Jawatan / State your job category

() Pengurusan tertinggi

High Management

() Pengurusan Pertengahan

Middle Management

() Pengurusan bawah

Low level Management

3. Pengalaman bekerja dalam bidang perbankan

Working experience in banking?

() Kurang dan sehingga 5 tahun

Less and equal to 5 years

() 11-15 tahun

11-15 years

() Lebih dari 20 tahun

More than 20 years

() 6-10 tahun

6-10 years

() 16-20 tahun

16-20 years

4. Gender

() Lelaki/ Male

() Perempuan/ Female

5. Age

- | | |
|----------------------------------------------------------------------------|------------------------------------------------------------|
| <input type="checkbox"/> Bawah 20 tahun
<i>Below 20 years</i> | <input type="checkbox"/> 21-25 tahun
<i>21-25 years</i> |
| <input type="checkbox"/> 26-30 tahun
<i>26-30 years</i> | <input type="checkbox"/> 31-35 years
<i>31-35 years</i> |
| <input type="checkbox"/> 36 tahun dan ke atas
<i>36 and above years</i> | |

6. Bila dijangka anda akan bersara ?

When do you expect to retire?

- | | |
|------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| <input type="checkbox"/> Sekitar 0-5tahun
<i>In the next 0-5 years</i> | <input type="checkbox"/> Sekitar 11-15tahun
<i>In the next 11-15 years</i> |
| <input type="checkbox"/> Sekitar 6-10 tahun
<i>In the next 6-10 years</i> | <input type="checkbox"/> Lebih dari 15tahun
<i>In the more 15 years</i> |

7. Adakah anda bercadang untuk mencari pekerjaan baru dalam masa 5

tahun ini? *Do you expect to change the place of your employment within the next 5 years ?*

- ☐ Ya /Yes ☐ Tidak/No

8. Adakah terdapat perbezaan antara seorang pemimpin yang berbakat dan seorang pemimpin biasa pada sesuatu yang boleh dibangunkan?

Is the difference between a talented leader and an average leader something that can be developed?

- ☐ Ya/Yes ☐ Tidak/No

9. Adakah penting bagi organisasi untuk mengenal pasti pemimpin masa depan?

How important to your organisation is the identification of future leaders?

- | | | |
|------------------------------------------------------------------|-----------------------------------------------------------------|----------------------------------------------------------------|
| <input type="checkbox"/> Sangat penting
<i>Very important</i> | <input type="checkbox"/> Agak penting
<i>Somewhat import</i> | <input type="checkbox"/> Tidak penting
<i>Not important</i> |
|------------------------------------------------------------------|-----------------------------------------------------------------|----------------------------------------------------------------|

Instruction for filling in the questionnaire:

- Jangan tinggalkan sebarang soalan tidak berjawab
Please do not leave any question unanswered
- Untuk kenyataan berikut sila ikut contoh format yang disediakan
For the statements give in the following format :

18	Induction programme helps to learn organization policies and procedures.	1				5
----	--------------------------------------------------------------------------	---	--	--	--	---

Please tick one of the boxes as per the five-point scale given below:

1

5

Sangat tidak setuju	Tidak setuju	Bebas	Setuju	Sangat setuju
Strongly Disagree	Disagree	Neutral	Agree	strongly Agree

- Boleh memilih N jika tiada jawapan yang sesuai.
- Neutral can be taken to mean unable to agree or disagree with the given statement



SEK B	TARIKAN BAKAT/ <i>ATTRACTION</i> PEMBOLEH UBAH TARIKAN / <i>VARIABLES</i>	SDA	DA	N	A	SA
		1				5
1	Proses temuduga adalah penting bagi mengenal pasti bakat dan pengetahuan kakitangan <i>Interview process is essential to identify</i>					
2	Penemuduga yang berkesan adalah faktor yang akan mempengaruhi imej organisasi. <i>An Effective interviewer is an influencing factor of organization brand image.</i>					
3	Program induksi di organisasi saya memberikan keyakinan tentang persekitaran kerja, polisi dan prosedur. <i>My organization induction programme gives confidence about work environment, policies and procedures.</i>					
4	Di organisasi ini, saya bebas memberikan idea bernas diantara ketua dan pengurus. <i>In my organization, there is free and open talk wisdom between superiors and</i>					
5	Organisasi menggunakan penanda aras budaya, nilai kerja dan sikap perilaku sebagai kriteria dalam pemilihan pekerja. <i>Using benchmarking organization's culture, values and attitudes of behavior as a criterion in the selection of workers.</i>					
SEK C	PENGKALAN/ <i>RETENTION</i> PEMBOLEH UBAH / <i>VARIABLES</i>	SDA	DA	N	A	SA
		1				5
6	Organisasi saya memastikan suhu, lampu dan pengudaraan yang bersesuaian dengan suasana kerja di dalam pejabat. <i>My organization provides a suitable temperature, suitable lighting and circulation of fresh air inside organization.</i>					
7	Organisasi saya menyediakan kemudahan kad rawatan kepada kakitangan. <i>My organization provides a Proper medical service</i>					
8	Organisasi saya mengamalkan resolusi mematuhi peraturan kepada kakitangan. <i>My organization adopts a compliant resolution procedure in the company to the staffs.</i>					

9	Pihak majikan akan menemuduga kakitangan bagi mengenal pasti punca kenapa kakitangan meninggalkan organisasi <i>Exit interview helps to identify the reason for staffs leaving from the organization.</i>					
10	Peluang kemajuan kerjaya yang terhad akan menyebabkan pekerja meninggalkan organisasi. <i>Limited career advancement opportunities in the Organization will make the person to relieve from the organization.</i>					
SEK D	MOTIVASI/ MOTIVATION PEMBOLEH UBAH/ VARIABLES	SDA	DA	N	A	SA
		1				5
11	Insentif kewangan dan bukan kewangan akan mempengaruhi prestasi saya <i>Financial incentives and non-financial incentive stimulates more the staff performance.</i>					
12	Motivasi positif adalah penting bagi saya untuk melaksanakan kerja dengan jaya. <i>Positive motivation is important to me to perform</i>					
13	Pasukan pengurusan penting untuk merangsang motivasi individu serta menggalakkan inovasi dan kreativiti. <i>Team management is essential for individu motivation, encourages innovation and creativity.</i>					
14	Latihan diperlukan untuk membangunkan kemahiran interpersonal. <i>Training is needed to develop interpersonal skills.</i>					
15	Pasukan pengurusan perlu kerap mengambil peranan kepimpinan, menggalakkan kerja yang berkualiti dan prestasi tinggi. <i>Team members frequently should take on leadership roles, encourages quality and high performance.</i>					
SEK E	PEMBANGUNAN/ DEVELOPMENT PEMBOLEH UBAH/ VARIABLES	SDA				SA
		1				5

16	Organisasi saya membangunkan matlamat latihan jangka panjang adalah perlu bagi kakitangan <i>My organization is developing long term training goals is necessary to the staffs.</i>					
17	Latihan adalah perlu untuk pembangunan kemahiran Interpersonal.					
18	Organisasi saya menyediakan polisi dan strategi perkembangan kerjaya kakitangan . <i>My organization provides career growth policy and strategy to the staffs.</i>					
19	Sistem ganjaran boleh membangunkan kecekapan dan pencapaian pekerja <i>Reward system can develop staff work efficiency and performance.</i>					
20	Sistem penilaian berterusan membantu mengenalpasti kekuatan dan kelemahan kakitangan <i>The continuous appraisal system helps to identify the strength and weakness of the staff.</i>					
SEK F	PERANCANGAN PENGGANTIAN/ SUCCESSION PLANNING	SDA 1	DA	N	A	SA 5
21	Kesedaran kakitangan dalam dasar-dasar , prosedur organisasi adalah penting. <i>Staff's awareness in the policies and procedures of the</i>					
22	Kesedaran kakitangan tentang misi, visi, struktur organisasi adalah penting. <i>Staffs' awareness in the organization mission, vision and structure is essential.</i>					
23	Organisasi saya menyediakan prosedur kesihatan dan keselamatan pekerja. <i>My organization provides the employee health and safety procedures.</i>					
24	Organisasi saya menyediakan dasar peluang yang sama kepada kakitangan <i>My organization provides equal opportunities policy.</i>					
25	Saya boleh membantu organisasi untuk mencapai matlamatnya. <i>I can help the organization to achieve its aims.</i>					
SEK G	GAYA KEPIMPINAN/ LEADERSHIP PEMBOLEH UBAH / VARIABLES	SDA 1	DA	N	A	SA 5

26	Penyelia saya menanamkan rasa bangga dalam diri saya kerana dapat bekerjasama dengan beliau. <i>My immediate supervisor instills pride in me for being associated with him/her</i>					
27	penyelia saya melampaui kepentingan diri untuk kebaikan kumpulan <i>My immediate supervisor goes beyond self-interest for the good of the group</i>					
28	Penyelia saya berkelakuan yang menyebabkan saya menghormati beliau. <i>My immediate supervisor acts in ways that build my respects</i>					
29	Penyelia saya menampilkan ciri - ciri berkuasa dan berkeyakinan <i>My immediate supervisor displays a sense of power and confidence</i>					
30	Penyelia saya bercakap mengenai nilai dan kepercayaan yang paling penting kepada beliau <i>My immediate supervisor talks about his most important values and beliefs.</i>					
31	Penyelia saya menerangkan kepentingan mempunyai sesuatu tujuan dengan jelas <i>My immediate supervisor specifies the importance of having a strong sense of purpose</i>					
32	Penyelia saya mempertimbangkan tentang kesan keputusan yang diambil dari segi moral dan etika <i>My immediate supervisor considers the moral and ethical consequences of decisions</i>					
33	Penyelia saya menekankan kepentingan mempunyai misi bersama. <i>My immediate supervisor emphasizes the importance of having a collective sense of mission</i>					

34	Penyelia saya bercakap dengan optimis / positif tentang masa hadapan <i>My immediate supervisor talks optimistically about the future</i>					
35	Penyelia saya bercakap dengan penuh semangat apa yang perlu dicapai. <i>My immediate supervisor talks enthusiastically about what needs to be accomplished</i>					
36	Penyelia saya menyatakan misi dengan jelas lagi menarik <i>My immediate supervisor articulates a compelling vision of the future</i>					
37	Penyelia saya menyatakan dengan penuh keyakinan bahawa matlamat boleh dicapai <i>My immediate supervisor expresses confidence that goals will be achieved</i>					
38	Penyelia saya menialai semula kesesuaian andaian beliau yang kritikal sama ada ia sesuai atau tidak <i>My immediate supervisor re-examines critical assumptions to question whether they are appropriate</i>					
39	Penyelia saya mencari perspektif berbeza <i>My immediate supervisor seeks differing perspectives when solving problem</i>					
40	Penyelia saya membuat saya melihat masalah dari pelbagai sudut yang berbeza <i>My immediate supervisor gets me to look at problems from many different angles</i>					
41	Penyelia saya mencadangkan beberapa kaedah baru untuk menyiapkan tugas <i>My immediate supervisor suggests new ways of looking at how to complete assignments</i>					
42	Penyelia saya meluangkan masa untuk mengajar serta membimbing. <i>My immediate supervisor spends time teaching and coaching</i>					

43	Penyelia saya melayan saya sebagai seorang individu dan bukan hanya sebagai ahli kumpulan <i>My immediate supervisor treats me as an individual rather than just as a member of a group</i>					
44	Penyelia saya menganggap saya mempunyai keperluan, kebolehan dan inspirasi tersendiri <i>My immediate supervisor considers me as having different needs, abilities, and inspirations from others</i>					
45	Penyelia saya membantu saya mengembangkan bakat/ kekuatan saya <i>My immediate supervisor helps me to develop my strengths</i>					
SEK H	PRESTASI ORGANISASI / <i>ORGANISATIONAL PERFORMANCE</i>	SD 1	DA	N	A	SA 5
	HASILAN OPERASI (KEWANGAN & SUMBER MANUSIA) / VARIABLES					
	46 Sumber diuruskan dengan cekap. <i>Resources are managed efficiently.</i>					
	47 Dana yang diperuntukkan kepada jabatan saya adalah mencukupi. <i>The funds that are allocated to my department are</i>					
	48 Kawalan kewangan yang efektif di organisasi. <i>Effective financial control measures are in place.</i>					
	49 Prestasi kewangan keseluruhan di jabatan saya adalah baik. <i>The overall financial performance of my department</i>					
50	Jabatan saya sentiasa berjaya mencapai sasaran kewangan. <i>My department is always able to meet its financial</i>					

51	Bilangan kakitangan yang ditugaskan untuk perkhidmatan kepada pelanggan adalah mencukupi. <i>The number of staff assigned to service client</i>					
52	Kualiti kemahiran dan kepakaran ada di jabatan saya. <i>Quality skills and expertise are available in my department.</i>					
53	Bilangan kakitangan meninggalkan jabatan saya adalah kecil. <i>The number of staff leaving my department is small.</i>					
54	Saya mempunyai peluang untuk mengambil bahagian dalam program-program latihan dan pembangunan. <i>I have the chance to participate in training and development programs.</i>					
55	Komunikasi yang mudah di seluruh jabatan saya. <i>Communication flows easily throughout my</i>					
56	Dasar dan prosedur dalam jabatan saya adalah baik. <i>The policies and procedures in my department are</i>					
57	Tahap pembaziran dalam jabatan saya adalah rendah. <i>The level of wastage in my department is low.</i>					
58	Jabatan saya menggalakkan etika korporat yang baik. <i>My department promotes good corporate ethics.</i>					

Sila hantar buku survey yang telah diisi sebelum akhir 15 Februari 2017.

- ☐ Sila tandakan di sini jika anda berminat mendapatkan salinan laporan penyelidikan. Sila sertakan kad perniagaan dan alamat e-mail anda di bawah:

Alamat e-mail: _____

Terima kasih atas penyertaan anda ...

Appendix B

3. Surat kelulusan dari UUM untuk mengumpul data

	OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS Universiti Utara Malaysia 06010 UUM SINTOK KEDAH DARUL AMAN MALAYSIA	 UUM Universiti Utara Malaysia
<small>Tel.: 604-928 7101/7113/7130 Faks (Fax): 604-928 7160 Laman Web (Web): www.oyagsb.uum.edu.my</small>		
"MUAFAKAT KEDAH"		
		UUM/OYAGSB/R-4/4/1 13 September 2016
TO WHOM IT MAY CONCERN		
Dear Sir/Madam,		
LETTER OF RECOMMENDATION FOR DATA COLLECTION AND RESEARCH WORK		
<p>This is to certify that Yang Salmah Binti Nasir (Matric No: 94700) is a student of Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia pursuing her Doctor of Management. She is conducting a research entitled "Keberkesanan Pengurusan Bakat Dalam Meningkatkan Prestasi Organisasi di BSN : Gaya Kepimpinan Sebagai Penyederhana" under the supervision of Prof. Dr. Shahimi bin Mohtar.</p> <p>In this regard, we hope that you could kindly provide assistance and cooperation for her to successfully complete the research. All the information gathered will be strictly used for academic purposes only.</p> <p>Your cooperation and assistance is very much appreciated.</p> <p>Thank you.</p> <p>"BERKHIDMAT UNTUK NEGARA" "ILMU, BUDI, BAKTI"</p> <p>Yours faithfully,</p> <p> ROZITA BINTI RAMLI Assistant Registrar for Dean Othman Yeop Abdullah Graduate School of Business</p> <p>c.c. Supervisor Student's File (94700)</p>		
<p>Universiti Pengurusan Terkemuka The Eminent Management University</p> <div style="display: flex; justify-content: space-around; align-items: center;"></div>		

Appendix C

3. Surat Kebenaran BSN untuk mengambil data



Wilama BSN
117, Jalan Ampang
50450 Kuala Lumpur
Malaysia

T 03 2028 3222
F 03 2163 6376

BN / BSM / PSR / 42 Jld 10 (6)

8 Januari 2016

PUAN YONG SALMAH BINTI NASIR (NO.ID : 02088)
BSN Negeri Perak
Jalan Panglima
Bukit Gantang Wahab
30000 Ipoh
PERAK

Puan

PERMOHONAN UNTUK MENDAPATKAN MAKLUMAT & DATA KAJIAN BERKAITAN PENGURUSAN BAKAT

Permohonan Puan melalui e-mel bertarikh 4 Januari 2016 mengenai perkara di atas adalah dirujuk adalah dirujuk.

Dimaklumkan bahawa Puan adalah diberi kebenaran untuk menemubual Pengurus (Pembelajaran & Pembangunan), Jabatan Pengurusan Sumber Manusia iaitu Puan Haniza Binti Mohamad Fadil bagi melengkapkan kajian berkaitan Pengurusan Bakat kerana Puan sedang mengikuti Program Komunikasi (Phd Industri) di Universiti Utara Malaysia, Kedah.

Pihak kami sedia maklum bahawa Puan akan bersara secara pilihan sendiri mulai 6 Februari 2016 dan surat kebenaran ini boleh digunakan setelah Puan bersara kelak bagi tujuan yang dinyatakan sahaja.

Walaupun bagaimanapun, maklumat yang Puan perolehi adalah tertakluk kepada kerahsiaan BSN dan hanya terhad digunakan bagi tujuan yang dinyatakan sahaja.

Sekian.


MOHAMAD KAMAL HANAFIAH BIN ABDUL KARIM
Pengurus (Perhubungan Industri & Pengurusan Informasi)
Jabatan Pengurusan Sumber Manusia

s.k. (1) Pengurus (Pembelajaran & Pembangunan)
(2) Dr. Awanis Binti Ku Ishak, Pensyarah UUM

WONG-HS/ISA/1876

www.mpsn.com.my

Appendix D

Yong Salmah Binti Nasir
Dewan Penginapan Pelajar
Blok C, No.105
Treadwinds UUM
Universiti Utara Malaysia
06010 UUM Sintok
KEDAH

18 Januari 2017

Pengarah Perniagaan Negeri Kuala Lumpur
Wisma BSN,
Jalan Ampang,
50750 Kuala Lumpur,
MALAYSIA

Tuan / Puan

KAJIAN SOAL SELIDIK BAGI PENGAJIAN PHD INDUSTRI (DR. of MANAGEMENT)

Perkara diatas adalah dirujuk.

Saya, Yong Salmah Binti Nasir adalah pelajar sepenuh masa bagi pengajian PhD Industri (Dr. of Management) di Universiti Utara Malaysia.

Di sini saya sertakan surat kebenaran dari Sumber Manusia yang membenarkan saya untuk menghantar kajian soal selidik bagi setiap bahagian (Negeri) yang berhubung kait secara langsung dengan kajian saya tentang Pengurusan Bakat yang dilaksanakan di BSN. Sila rujuk lampiran A yang disertakan.

Mohon kerjasama dari pihak tuan/ puan untuk mengembalikan kajian soal selidik selewat-lewatnya pada 16 Februari 2017. Kerjasama dan bantuan yang diberi saya dahului dengan ucapan ribuan terima kasih.

Yang benar

Yong Salmah Binti Nasir
Email: greative8@gmail.com
Phone: 011-28982438

Appendix E

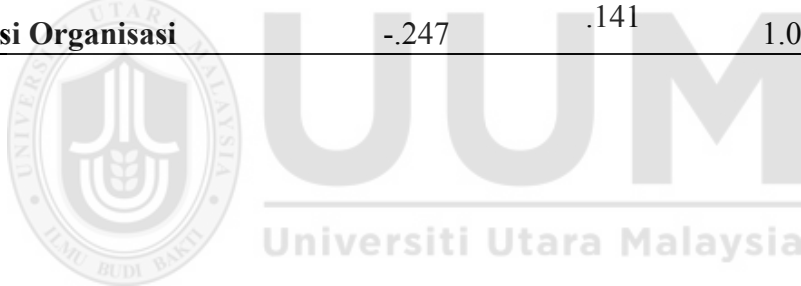
4. Cronbach Alpa

Pemboleh Ubah	Bilangan Item	<i>Cronbach's Alpha (α)</i>
Pengurusan Bakat		
- Motivasi	5	.898
- Tarikan	5	.821
- Pembangunan	5	.681
- Pengekalan	5	.627
Kepimpinan Transformasi	20	.963
Prestasi Organisasi	13	.930

Appendix F

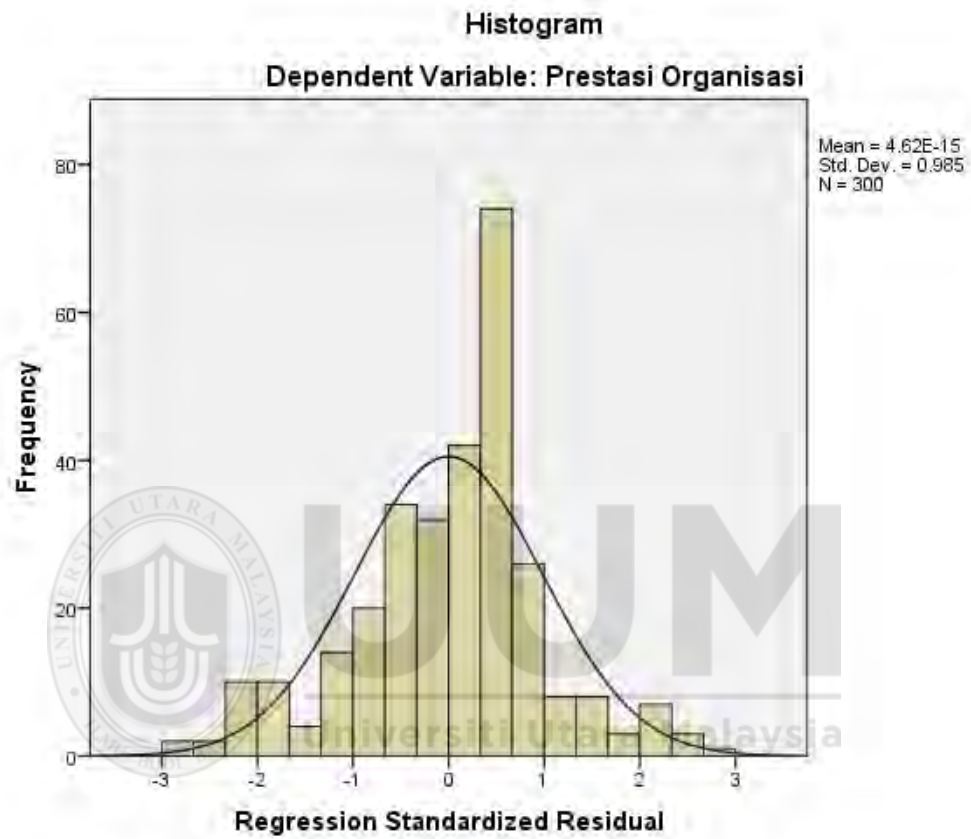
5. Normaliti

Pemboleh Ubah	<i>Skewness</i>	<i>Std. Error of Skewness</i>	<i>Kurtosis</i>	<i>Std. Error of Kurtosis</i>
Pengurusan Bakat				
- Motivasi	-.996	.141	2.841	.281
- Tarikan	-.421	.141	.931	.281
- Pembangunan	-.250	.141	.545	.281
- Pengekalan	-.841	.141	.873	.281
Kepimpinan Transformasi	-.119	.141	-.024	.281
Prestasi Organisasi	-.247	.141	1.021	.281



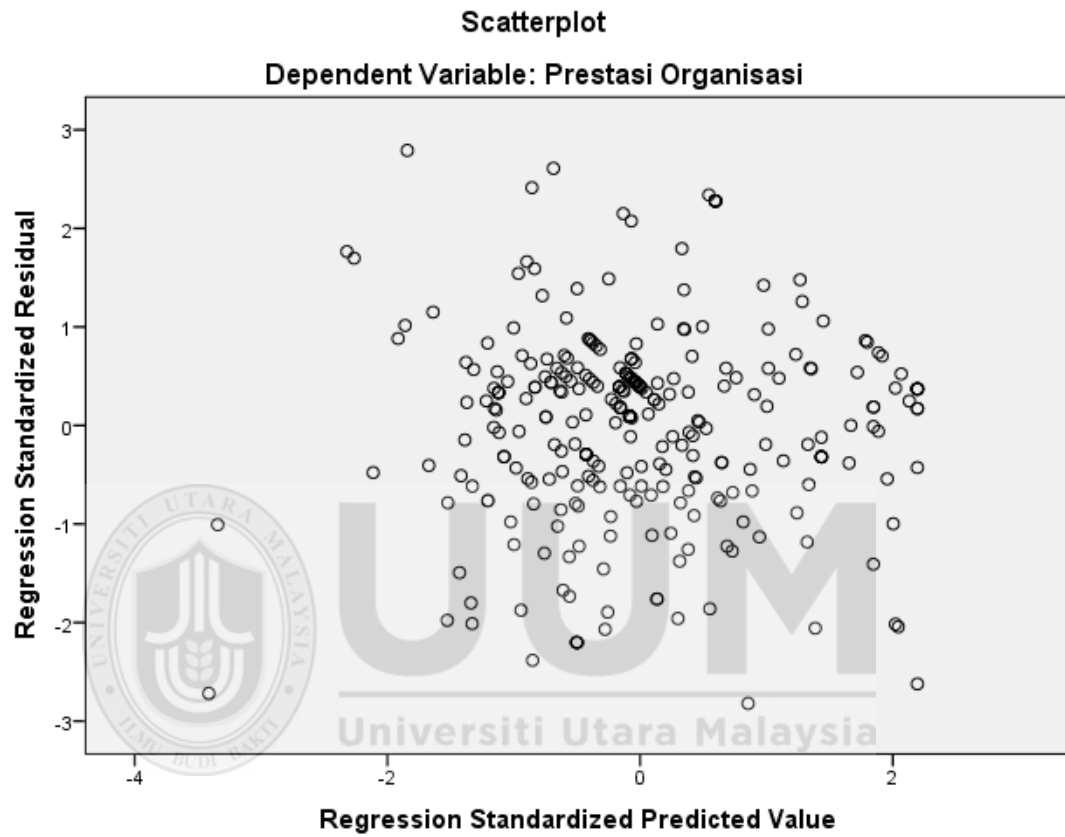
Appendix G

6. Histogram



Appendix H

7. Scatter Plot



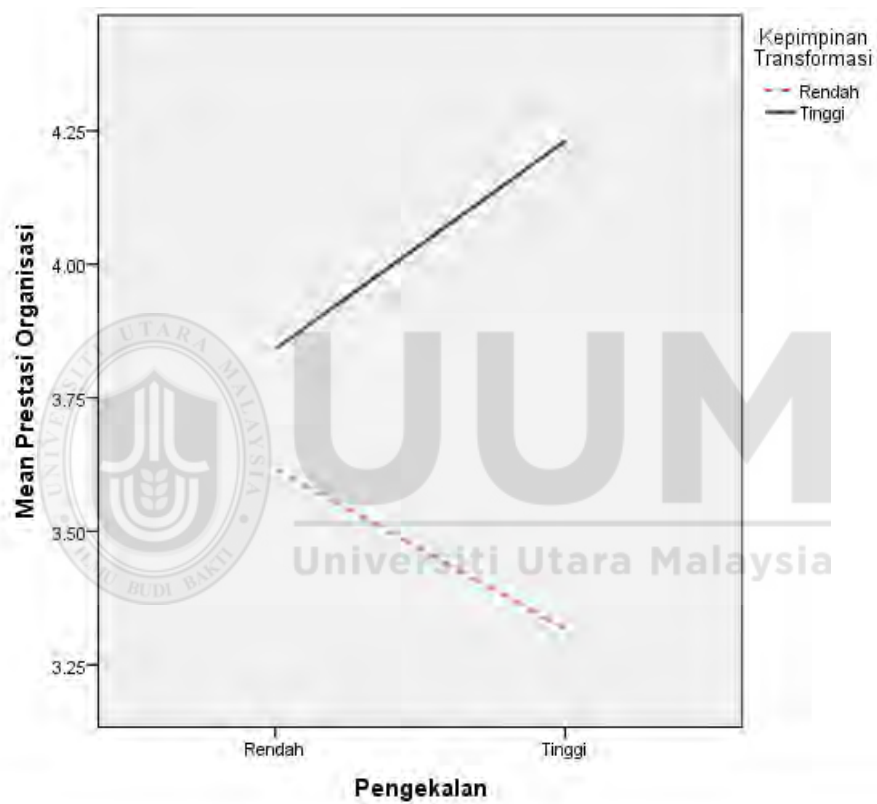
Appendix I

8. Mutikolineariti

Pemboleh Ubah	Kollineariti Statistikk	
	<i>Tolerance</i>	VIF
Motivasi	.448	2.232
Tarikan	.376	2.663
Pembangunan	.525	1.906
Pengekalan	.595	1.680
Kepimpinan	.480	2.083
Kepimpinan x Motivasi	.263	3.795
Kepimpinan x Tarikan	.276	3.625
Kepimpinan x Pembangunan	.299	3.342
Kepimpinan x Pengekalan	.473	2.113

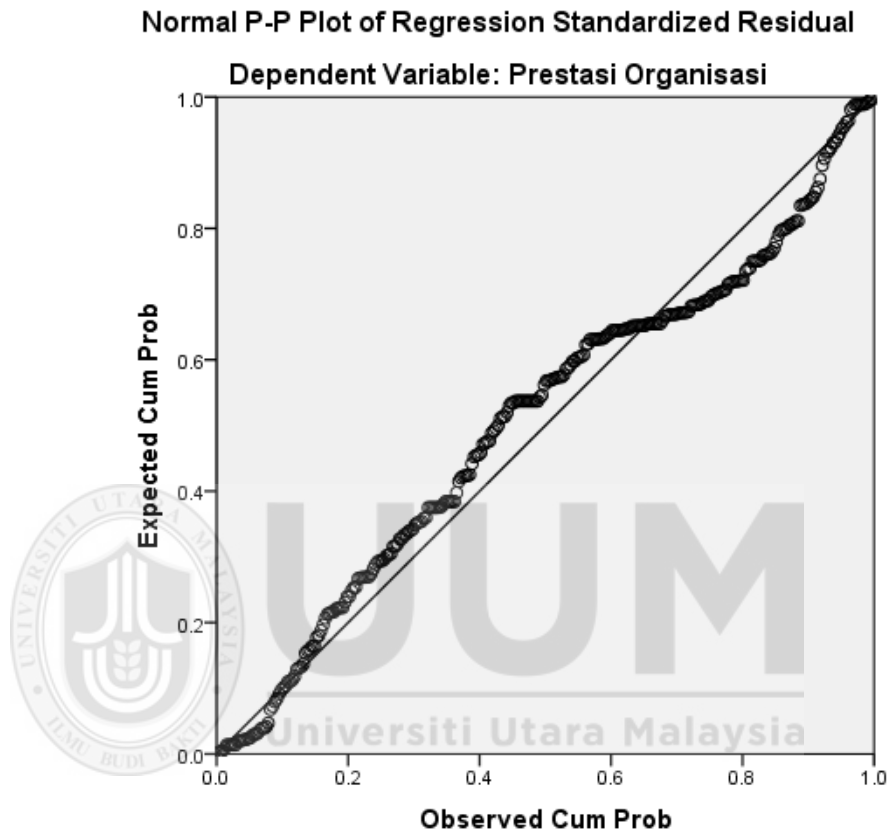
Appendix J

9. Gambarajah Analisis Hirarkikal (Gaya Kepemimpinan, Pengekalan,Prestasi Organisasi)



Appendix K

10. Residul



Appendix L

11. Ringkasan Anova

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	55.811	4	13.953	81.552	.000 ^b
	Residual	50.472	295	.171		
	Total	106.283	299			

a. Dependent Variable: Prestasi Organisasi

b. Predictors: (Constant), Pembangunan, Pengekaln, Motivasi, Tarikan

Appendix M

12. Ringkasan Koeffisen

KOEFFISEN ^a							
Model		Unstandardized Koeffisen	Standardized Koeffisen	Collineariti Statistik			
		B	Error Std.	Beta	t	Sig.	VIF
1	(Konstan)	.667	.239		2.789	.006	
	Motivasi	.107	.065	.082	1.631	.104	1.583
	Tarikan	.482	.059	.464	8.196	.000	1.995
	Pengekaln	-.051	.044	-.055	-	.253	1.449
					1.146		
	Pembangunan	.265	.043	.317	6.181	.000	1.636

a. Dependent Variable: Prestasi Organisasi